



2021 KEEN EFFECT

IMPACT REPORT



INTRODUCTION

In 2021, as we settled into a new way of working, we continued to make an impact with our nonprofit partners and Fans in three areas that are at the heart of KEEN: access & inclusion, consciously created products, and disaster relief.

Despite the challenges of a global pandemic, we helped get more than 1,000 kids out into nature through our KEEN Effect Grant program, contributing over \$1 million to nonprofits that are making the outdoors and trades more accessible to all. KEEN employees found ways to make a difference in their own communities, too, logging nearly 1,500 volunteer hours in 2021. And we invited our Fans to join us by launching the world's first loyalty program that rewards people for taking action and helping others. Making outside more accessible includes having public lands to explore, and together with our longtime partner The Conservation Alliance, we helped protect nearly 300,000 acres across North America.

All of these actions are moot if our planet is no longer habitable. Which is why we challenged the outdoor industry to go PFAS Free, and sharing how we accomplished it so they could do the same. We created a Green Paper for supply chain professionals with a blueprint of our detailed approach that took 11,000 hours and \$1.2 million over the course of seven years. Meanwhile, our product developers, innovation engineers, and materials specialists continued to rethink the shoemaking process to reduce our footprint further. Out of the six classes of the most toxic chemicals in consumer products, we've eliminated five, and we're working on the last one, solvents, by switching to water-based adhesives and direct-injection construction. We are 6% solvent-free with a goal of reaching 33% by 2030.

As we took steps to reduce our impact on the planet, unfortunately climate-related disasters continued to rise all around us. In 2021, we responded to five major natural disasters, from tornadoes in Kentucky and wildfires in Colorado, to floods in Canada, Europe, and Japan. In total, we donated roughly \$250,000 in cash and footwear to help communities and people recover.

Those are a few of the efforts highlighted in this report. It represents our progress and identifies the gaps we need to close. The goal of sharing is to be transparent with our Fans and to hold ourselves accountable.



ABOUT US

We love making the most original, purposeful, comfortable, and durable footwear on the planet, but we really just want to make a difference. As a family-owned and values-led business, we've always felt we have a shared responsibility to do things the right way. The kind of products we make and how we treat our environment and each other are part of a mission we've taken to heart since KEEN was conceived in 2003.

Less than a year after starting KEEN, a devastating tsunami hit communities in the Indian Ocean. We were about to spend \$1 million on advertising to help get the word out about our shoes – a lot for a small company just starting out. But as news poured in about the impact of the tsunami, it seemed ridiculous to spend money on ads. We knew what we had to do. We redirected the million dollars to tsunami relief. We were just trying to do the right thing.

Then, in 2005, we collaborated with The Conservation Alliance through a combination of funding and activism that helped drive a 4X increase in its membership. The executive director referred to that impact as the “The KEEN Effect.” The name stuck and now The KEEN Effect represents the good we do to support our communities and protect the planet. Every time someone buys a KEEN boot, sandal, or sneaker, they help create a The KEEN Effect.

We're shoemakers and take pride in what we do. How we do it is just as important. As individuals, we're activists creating and leading initiatives like multi-day volunteer stewardship adventures, and driving change through employee-led, company-supported affinity groups like our Green Team and JEDI Working Group. We stoke and balance creativity, caring, fun, and inclusivity with our daily work. From monthly Global Gatherings, to Zoom Master classes to Juneteenth and Pride celebrations (the latter featuring Drag Queen Bingo), we work hard to reflect what we want to see in the world.



OUR ORGANIZATION BY THE NUMBERS



GLOBALLY:

604
EMPLOYEES

Offices in:
PORTLAND, OREGON USA
 Brampton, Canada;
 Rotterdam, The Netherlands;
 Tokyo, Japan;
 Shepherdsville, Kentucky

85
COUNTRIES
KEEN

FOOTWEAR IS SOLD IN
NORTH AMERICA, ASIA/PACIFIC,
EUROPE, SOUTH AMERICA, AFRICA

KEEN HAS **15** GARAGES*
+ 6 OUTLETS

US: **2** GARAGES

JAPAN: **7** GARAGES
+ 5 KEEN OUTLETS

NETHERLANDS: **1** GARAGE
(DISTRIBUTOR OWNED AND MANAGED)

CZECH REPUBLIC: **5** GARAGES
(DISTRIBUTOR OWNED AND MANAGED)

HONG KONG: **1** GARAGE
(DISTRIBUTOR OWNED AND MANAGED)

*OUR TAKE ON RETAIL STORES



21 CONTRACT FACTORIES

31% OF KEEN PRODUCTS IN 2021 WERE MADE IN OWNED FACTORIES

4 OWNED FACTORIES

PORTLAND, OR, USA
 CHON BURI, THAILAND
 PHIMAI, THAILAND
 SANTIAGO, DOMINICAN REPUBLIC



MISSION: OUR PROMISE

WE INSPIRE EVERYONE TO LIVE WITH NO CEILING

We love making the most original, purposeful, comfortable, and durable footwear on the planet, but we really just want to make a difference. As a family-run business we've always felt we have a shared responsibility to do things the right way. The kind of products we make and how we treat our environment and each other is part of a mission we've taken to heart since KEEN was conceived in 2003.

This is our "Why." Our promise to our Fans. It's what gets us up every morning, and through the two o'clock lull. The common cause that holds us together and the foundation of our movement.

LIVING OUR VALUES

We're guided every day by our values, or what we call our KEEN Markers. Like trail markers, KEEN Markers help us stay on our journey. They help us drive our business, with the goal of constant improvement, and the simple notion of leaving things better than we found them.

MARKER

NO. 1

LIVE TOGETHER

We believe being outside is better than being inside. That outside doesn't have to be about bagging peaks or going on epic solo adventures. We eat, sleep, hike, walk, work, and play outside...every day. We like to share our time outside with friends and family. Our dogs and our kids. We know that living outside is better when we include others. All others.

MARKER

NO. 2

BE ORIGINAL IN EVERYTHING

We weren't born to follow, and we don't ask for permission. From the products we create to the events we host, we believe in making things that have never existed before. We thrive on being original when the odds are against us.

MARKER

NO. 3

MAKE ORIGINAL GOODS THAT LAST

We identify unmet needs and envision solutions that the world has not yet seen. Our products help keep people safe and comfortable when they go outside. We protect their toes, keep them warm and dry, and prevent them from slipping. Our fans trust us to protect them, and we won't let them down.

MARKER

NO. 4

DO THE RIGHT THING

We believe the world would be a better place if more people stood up and did the right thing. We believe in being there for others in their time of need. That tough times require tough actions. That talk is cheap. We like to take action.

MARKER

NO. 5

CREATE WITH CONSCIENCE

We believe in making our planet healthier and building strong communities. From the materials we use to how we develop and make our products to how we treat the folks who craft our trusted shoes, we are conscientious about what we make and how we make things.



KEEN EFFECT IMPACT 2021 HIGHLIGHTS

We measure the impact of our KEEN Effect around 3 key pillars:



2,203
SHOES DONATED

\$1.1M+
DONATED
CASH AND PRODUCT

83
GRASSROOTS ORGANIZATIONS
SUPPORTED

1
GREEN PAPER
PUBLISHED

LAUNCHED THE KEEN CORPS
THE WORLD'S 1ST LOYALTY PROGRAM TO REWARD VOLUNTEERING



PFAS FREE
NO FOREVER CHEMICALS
SINCE 2018





1

ACCESS AND INCLUSION

1,091
KIDS IMPACTED

\$1M
COMMITTED TO THE NEXT
GENERATION OF TRADESWOMEN

50% WOMEN
20% BIPOC
DIVERSITY TARGETS SET

291,300
ACRES PROTECTED

1,496
VOLUNTEER HOURS

While KEEN has always worked to be an inclusive brand for everyone, we acknowledge that we’re a business in a predominantly white industry with predominantly white employees. We acknowledge that our previous efforts, though earnest, have fallen short. As a result, in 2020 we established a cross-functional task force called the KEEN Together Team to drive our pledge to make ourselves, our company, and the outside more just, equitable, diverse, and inclusive.

Our Together Plan is focused around three areas: People, Culture, and Community.

PRIORITIZING DIVERSITY & INCLUSION IN OUR WORKFORCE

Building a pipeline for diverse talent acquisition

In 2021, we continued our partnership with both Partners in Diversity and Noirefy to broaden our recruitment efforts to regions that have greater diversity, and recast our policies and processes around job descriptions, interview protocol, and a competitive process that reduces the impacts of implicit bias.



We are committed to increasing diversity in our workforce to 20% BIPOC by 2025 and 50% women by 2025. We are committed to increasing diversity of our leadership too, to 20% BIPOC directors and above and 50% women directors and above by 2030.

DIVERSITY	KEEN GLOBAL HQ			
	2020 Results	2021 Results	TARGET	
BIPOC	15%	15%	20%	2025
BIPOC DIR+	8%	13%	20%	2030
WOMEN	40%	43%	50%	2025
WOMEN DIR+	26%	35%	50%	2030

CREATING A DIVERSE CULTURE WITHIN KEEN

We understand that to become a diverse organization, we have to create a diverse culture. The Together Plan includes multiple initiatives to create a work environment that is inclusive of people of all colors, orientation, and ability through enhanced education and required training, enrichment rituals, and employee incentive and support.

In 2021, 91% of our employees participated in of Justice, Equity, Diversity, and Inclusion (JEDI) training, created opportunities to participate in JEDI topic webinars, workplace events, and heritage month events, and developed an incentive program to encourage JEDI training and community learning and service hours.

CULTURE	KEEN GLOBAL HQ		
	2021	U.S. TARGET	
JEDI TRAINING	91%	100%	2021
JEDI CERTIFICATION	0%	10%	2022
BIPOC RETENTION (NET)	133%	100%	2021
WOMEN RETENTION (NET)	132%	100%	2021

*Retention (Net): The total number of women and BIPOC employees as compared to the prior year.

CONTINUING TO SUPPORT ORGANIZATIONS WORKING TO FIX SYSTEMIC RACISM IN THE OUTDOOR INDUSTRY AND TRADES

The Together Plan includes briefings on bias and JEDI to our internal creative teams, increased funding for grants supporting inclusion and access, increasing funding of BIPOC-led grantees, establishment of targets for paid volunteer hours for JEDI projects, and a commitment to end-of-season analysis/review of diversity in campaigns/assets.

COMMUNITY	KEEN INC.			
	2020	2021	U.S. TARGET	
SOCIAL MEDIA DIVERSITY	> 50%	> 50%	50%	2021
GRANTS \$ TO BIPOC LED	< 20%	< 20%	35%	2025
SERVICE HOURS	-	-	25%	2025



KEEN EFFECT GRANTS

Our grant program, started in 2005, includes long-term partnerships and annual grants to nonprofit organizations who are making the outside and trades more accessible to all. From protecting public lands to improving access for underserved kids, we're inspired by the work these organizations do. In 2021, we contributed \$1.1 million in cash and product to 83 nonprofit and relief organizations.

Partners Include:

- The Conservation Alliance
- United Way of Kentucky
- Us4Iriomote
- Good360
- Outdoor Afro
- Oregon Tradeswomen
- Leave No Trace
- American Whitewater
- All Hands and Hearts
- The Wilderness Society
- Forest Park Conservancy
- Two-Ten Foundation
- OPEN Japan
- European Outdoor Conservation Alliance
- Canadian Parks and Wilderness Society
- University of Waterloo Scholarship
- Happiness is Camping
- Ice Age Trail Alliance
- Trailkeepers of Oregon
- Chicago Adventure Therapy
- Youth Garden Project
- Kirpa Collective
- Red Cross BC Wildfire Relief
- Working Gear
- Elevate Youth
- Wild Diversity
- Glacier Peak Institute
- GirlVentures
- CorpsTHAT
- Forest Park Conservancy
- Georgia Audubon
- Good360
- Volunteers for Outdoor Colorado
- Outdoor Asian
- Forest Seeders
- Honor the Earth
- The Boulder Community Foundation
- Women's Earth Alliance
- Friends of the Lower Olengangy Watershed
- Conservation Alliance Japan
- Arizona Trail
- Habitat for Humanity
- Soles 4 Souls Canada
- Mirai no Mori
- Black Women Build Baltimore
- Girl's Garage
- Red Cross Germany
- San Francisco Marin Foodbank
- It's Great Out There
- Friends of the Riverfront
- iPledge
- Love is King
- Vermont Works for Women
- Everyday Refugees
- Feeding America Eastern Wisconsin
- Friends of the Forest Preserves
- Forgotten Harvest
- Leave No Trace Japan
- Mid-Ohio Food Bank
- Oregon Food Bank
- Abbotsford Community Fund
- KSK Ahrweiler
- Central Texas Food Bank
- mymizu
- Stichting Duik de Noordzee Schoon Project
- Cal Wild x Hispanic Access Foundation
- Portland Taiko
- Hino Social Education Center
- ONDA
- Magoo
- Save the Boundary Waters x Outside Safe Space
- NRW hilft
- North Country Trail Association
- Re-bit
- SOLVE
- Quinault Solar Power Initiative
- Veteran's Recovery Farm
- Wildlands Restoration Volunteers
- Japan Tiger and Elephant Fund
- Second Harvest Foodbank Metrolina
- Central Oregon Land Watch
- POW Japan
- Song of the Earth



GRANTEE HIGHLIGHT: THE WILDERNESS SOCIETY \$25,000 - FOR THE TONGASS

In 2021, we used music to raise awareness for the Tongass National Forest. On Earth Day, we partnered with the Jerry Garcia Family and The Wilderness Society to host a virtual benefit concert to protect the Tongass – our largest temperate rainforest and a critically important carbon sink – from development. Over 20 bands across the musical spectrum served up original performances to inspire the public to take action, and our \$25,000 donation to the Wilderness Society supported the organization’s work to advocate for the reinstatement of the Roadless Rule. In late 2021, the Biden Administration announced plans to reinstate the Rule, which would prohibit future road building, development, and logging of more than 9 million acres of old growth stands.

GRANTEE HIGHLIGHT: CONSERVATION ALLIANCE

Protecting access to our public lands is critical to our mission. For 17 years we’ve been working to protect the planet through public lands and water conservation with our partner The Conservation Alliance. The Conservation Alliance, through the support of their members, have protected over 73 million acres of land, an area larger than the state of Arizona.

In 2021, KEEN’s Pinnacle Member support of \$100,000 helped the Conservation Alliance fund and advocate for wild places, resulting in permanent protection for 291,300 acres, 4 river miles, and one climbing area, the removal of one dam, and the creation of the first state park in Baja California. The Conservation Alliance also developed the Confluence Program in 2021 to intentionally connect to historically racially marginalized people for the protection of natural places and awarded four \$50,000 grants to the following groups: Apache Stronghold: Protect Chi’Chil Bildagoteel (Oak Flat), Monumental SHIFT Coalition: BIPOC leaders protecting our public lands, Southeast Alaska Indigenous Transboundary Commission: Saving our Way of Life, and Valentine Conservation Community Project: Valentine Park and Nature Trail.

Beyond financial support, we are engaged and active partners of The Conservation Alliance, from serving on the board of directors to programs that allow our KEENmates to provide guidance on our Grantee recommendations.

OUR CONTRIBUTIONS HELPED THESE ORGANIZATIONS ACHIEVE THE FOLLOWING IMPACT:

Outdoor Afro: \$25,000

KEEN has been a proud partner of Outdoor Afro for over 10 years. In 2021, we increased our commitment to OA’s mission to celebrate and inspire Black connections and leadership in nature with a \$25,000 cash donation. We collaborated on a “Making Waves” Outdoor Afro x KEEN product collection that launched in Spring 2022 in support of a national program to provide 100,000 Black youth and their caregivers with swimmerships (scholarships for swim lessons) over the next 10 years.

Leave No Trace: \$25,000

KEEN’s 13 consistent years of support helps Leave No Trace ensure a sustainable future for the outdoors and the planet. In 2021, LNT led 269 educational trainings and service projects, teaching LNT principles to more than 48,000 individuals across 34 states.

KEEN Europe: European Outdoor Conservation Association: \$10,723

Through EOCA, KEEN is sponsoring ForestSeeders, a reforestation project based in the Sierra Lujar of Órgiva, in Southern Spain. The project, by Semillistas, will restore 50 hectares of Mediterranean forest in Sierra Lujar, reducing flooding, soil runoff, and fires.

Us4Iramote: \$45,000

Us 4 IRIOMOTE is a campaign that advocates for ethical tourism on one of Japan’s eco-diverse islands, and the home of endangered species. In 2021, we continued to act for protection and released a documentary movie “Sei-sei Ruten” on YouTube.



In 2021, KEEN's financial support for land & water conservation totalled \$351,257.

KIDS GRANTS

KEEN launched the Kids Grant program in 2014, and has provided 112 grants supporting grassroots organizations, affecting over 132,944 kids, and 2,186,467 hours of outside programming through 2021.

In 2021, we gave 9 grants, totaling \$90,000 in cash and \$40,350 in product, impacting 1,091 kids.

Kids Grantee Highlight: CorpsTHAT. The Deaf-Centric Conservation Corps in Baltimore, Maryland

Providing stewardship programs for Deaf youth to experience the outdoors through conservation work. These programs use an experimental education focus related to conservation, outdoor, and filmmaking skills to promote self confidence, acceptance, and advocacy while connecting to the outdoors.

Other Kids Grantees:

- Chicago Adventure Therapy - Chicago, Illinois
- CorpsTHAT - Baltimore, Maryland
- Elevate Youth - Boston, Massachusetts
- Georgia Audubon - Atlanta, Georgia
- GirlVentures - Bay Area, California
- Glacier Peak Institute - Darrington, Washington
- Happiness is Camping - Hardwick, New Jersey
- Honor the Earth - Callaway, Minnesota
- Youth Garden Project - Moab, Utah
- Hino Social Education Center - Japan

KEEN UTILITY SHE BUILDS

In 2021, we launched a five-year, \$1M investment to provide hundreds of thousands of hours in tradeskills education to the next generation of tradeswomen. Due to discrimination, weak family benefits, low visibility, and low capacity for training programs, tradeswork has long been dominated by men, with roughly 3% of jobs held by women since the 1980s. As a leader in women's-specific work footwear, KEEN Utility is uniquely positioned to champion the cause of welcoming more women into the trades. During its inaugural year, the She Builds Grant Program funded four prominent women-centered tradeswork schools and organizations, directly affecting 151 women and girls.

She Builds Grantee Highlight: Vermont Works for Women

Vermont Works for Women helps women and girls recognize their potential and explore, pursue, and excel in work that leads to economic independence in Winooski, Vermont. Trailblazers – a program within Vermont Works for Women – is a training program to support the entry and success of women and gender-expansive individuals in construction and the trades.

Other She Builds Grantees:

- Black Women Build Baltimore - West Baltimore, Maryland
- Girl's Garage - Berkeley, California
- Oregon Tradeswomen - Portland, Oregon

THE KEEN CORPS. OUR LOYALTY PROGRAM REWARDING GOOD DEEDS

We believe in the power of volunteering and the idea that together we can achieve great things. In June of 2021, we created a program to encourage and reward more people to take action. The KEEN Corps is the world's first loyalty program to reward good deeds and was designed to encourage community engagement through volunteering, donating to nonprofit organizations, and shopping. Fans earn points for actions within these three buckets, and they can track their impact on a personal dashboard. In The KEEN Corps' first six months we had 18,073 members that collectively logged 10,855 volunteer hours and donated \$11.8k to grassroots organizations.

We hosted two KEEN Corps Challenges in 2021 to support the launch: The KEEN Trail Clean-Up Challenge in September and the Giving Tuesday 10k Invitational.



The KEEN Trail Clean-up Challenge

In September, we encouraged KEEN Corps Members to volunteer with their favorite trail stewardship organization to earn KEEN Corps points, and earn nominations to win a KEEN Effect grant. We awarded seven donations of cash and product totalling \$76,120 made to the following stellar organizations:

- Arizona Trail
- Forest Park Conservancy
- Friends of the Forest Preserves
- Ice Age Trail Alliance
- North Country Trail Association
- Trailkeepers of Oregon
- Volunteers for Outdoor Colorado
- Wildlands Restoration Volunteers

The KEEN Giving Tuesday 10k Invitational

We encouraged employees, Fans, and partners to generate 10,000 hours of volunteering in the month of December. We donated \$28,800 in product to the following food banks across the country as part of our commitment to the program:

- Central Texas Food Bank
- Feeding America Eastern Wisconsin
- Forgotten Harvest
- Mid-Ohio Food Bank
- Oregon Food Bank
- San Francisco Marin Foodbank
- Second Harvest Foodbank Metrolina

ACTIVISM AND VOLUNTEER PROGRAMS

Activism and volunteering is at the core of KEEN. Since 2005, we've provided employees with 40 paid volunteer hours per year. In 2019, we recorded 13.38 volunteer hours per employee, for a total of 5,524 hours. The pandemic drove our impact down to 1,022 hours in 2020 and up to 1,496 in 2021. We expect to see volunteer hours start to climb again in 2022. Volunteer service themes are centered around environmental stewardship, youth mentorship, and community services.

KEEN UNPLUGGED

In the summer of 2021, we launched international initiatives supporting the mental and physical health of our employees. The programs sought to combat work-life integration challenges and the fatigue many people around the world are feeling due to the stressors of COVID, and a global "always-on" culture. These new programs are a continuation of our commitment to helping employees get away from screens, go outside, and recharge. The below are permanent updates to the way we do business:

- Unplugged Fridays: a way for our employees to be able to shut down early and start the weekend early. No internal regularly scheduled meetings on Fridays, and no emails past 1pm PST.
- Together Time Off (TTO): a designated "winter break" where KEEN employees have between Christmas and New Years off
- KEEN Summer: encourages all KEEN employees to take a full week of PTO at some point during the summer
- Leadership Pledge to celebrate unplugging

To foster a positive corporate culture during remote work, we started monthly Global Gatherings to bring all KEEN employees together for music, updates, and camaraderie. Additionally, we added a \$500 yearly wellness stipend per employee for use on whatever they deem important to their health and wellbeing, from cooking classes, to workout devices or memberships to office equipment.

We look forward to expanding these programs in 2022



2

DETOX THE PLANET



10,000 KG

ANTIMICROBIALS
NOT USED IN 2021

9,800 KG

PFAS FOREVER CHEMICALS
AVOIDED IN 2021

100%

PFAS FREE

5/6

TOXIC CHEMICALS REMOVED

SIX CLASSES OF CHEMICALS	STATUS	TIMING
1. ANTIMICROBIALS	100% FREE	SINCE 2018
2. PFAS	98% FREE*	SINCE 2018
3. FLAME RETARDANTS	100% FREE	SINCE 2003
4. PHTHALATES & BISPHENOLS	100% FREE	SINCE 2018
5. CERTAIN METALS	100% FREE	SINCE 2015
6. SOME SOLVENTS	6% FREE	20% BY 2025, 33% BY 2030

*Current standard for "PFAS Free"



REMOVING FOREVER CHEMICALS

Our goal is simple, to create footwear that is 100% free of the most toxic chemicals. We started this journey in 2014, investing more than 11,000 hours and over \$1.2 million on this initiative alone. We've made strong progress and remain committed to the path.

Among the hundreds of thousands of chemicals that exist in our daily lives, Six Classes of Toxic Chemicals are of particular concern with regard to the health of the environment and ourselves. Many of these chemicals are found in supply chains around the world.

Eliminating these chemicals from our supply chain has been a focused mission for us over the last nine years. We've made tremendous progress and can envision a future when none of these chemicals are found in a KEEN product or factory.

We've avoided or removed five of the Six Classes of Toxic Chemicals found in consumer products. The last class for us to tackle is solvents. We're committed to attacking this with equal energy.

1. ANTIMICROBIALS = 100% FREE SINCE 2018

10,000 kilograms of antimicrobials not used in 2021 (more than 51,000 kilograms since the program went into effect in 2015).

Antimicrobials, biocides, and pesticides are known carcinogens, yet are widely used in footwear to help prevent foot odor. So we worked with cutting-edge partners to land on safe, effective, and affordable solutions. Eco Anti-Odor is an environmentally preferred approach that uses a lactobacillus probiotic-based microbial solution, and it's in 100% of our footwear.

2. PFAS = 98+% FREE SINCE 2018

Due to the pervasive nature of per-and polyfluoralkyl substances (PFAS), this is determined to be the current standard for "PFAS Free."

PFAS is a broad class of fluorinated chemistries that are used as surface stain and water repellents on apparel and many consumer products. We've kept over 68,000 kilograms of these toxic chemicals from being released into the environment since 2018. Fluorinated chemistries are known carcinogenic, mutagenic, bioaccumulative toxins that persist in our global water cycle and in human and animal bodies. A quadafecta of bad news for you and the planet.

3. FLAME RETARDANTS = 100% FREE SINCE 2003

Flame retardants are principally brominated and benzoic chemistries that are known toxic endocrine disruptors contributing to various human health issues such as neurological disruptions, skin irritations, nausea, vomiting, coma, and paralysis.

4. PHTHALATES & BISPHENOLS = 100% FREE SINCE 2003

Phthalates are plastic-softening agents used in production of plastic materials and components. They are linked to asthma, attention deficit disorders, breast cancer, type 2 diabetes, autism-spectrum disorders, and reproductive organ dysfunction.

5. SOME SOLVENTS = 6% FREE, TARGET: 20% OF KEEN FOOTWEAR WILL BE SOLVENT FREE BY 2025 AND 33% BY 2030

Solvents are volatile organic compounds (VOCs) widely used to adhere footwear components together that negatively impact respiratory and neurological functions; and several are carcinogenic. Successful testing of water-based



adhesives in 2020 has led to an in-line changeover from solvent-based production on several styles in Spring 2021. We are committed to continuing this path. By switching to water-based adhesives and direct-injection construction, we reduce the health risks to supply chain workers, as well as the associated greenhouse gasses.

6. CERTAIN METALS = 100% FREE SINCE 2015

Cadmium, arsenic, mercury, and lead are all known to cause toxic and neurological damage to the central nervous system. These are impurities that contaminate textiles and materials that we screen for and eliminate using our RSL policy.

PFC/PFAS FREE BY 2025 CHALLENGE

In 2014, one of the first targets in our Detox the Planet Initiative was a proactive, voluntary approach to entirely phase out the family of toxic “forever chemicals” commonly known as PFCs. Over the course of four years, we invested over \$1.2M and 11,000 project hours to successfully phase out PFCs from our footwear manufacturing process by 2018. Since then, we’ve saved 180 tons of fluorinated chemicals from being introduced into the environment.

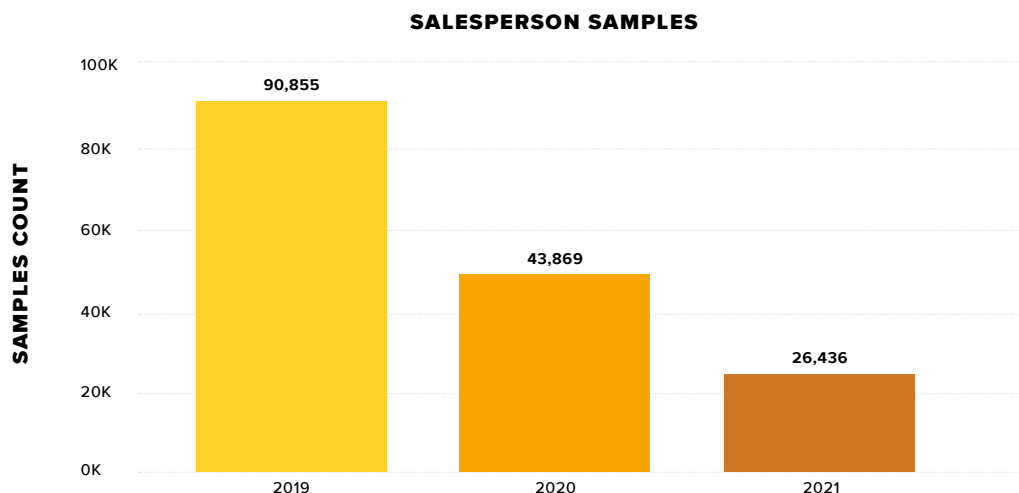
KEEN had been the only major outdoor footwear brand to have phased out PFCs from their supply chain, until one of our competitors, Salomon, announced in January 2021 that they were PFC Free. With this news in hand, we took the unusual approach of running a full page ad in *The New York Times* to congratulate our competitor, and to challenge all outdoor footwear brands to go PFC free by 2025. To support this challenge, in March 2021 we published a [“Green Paper”](#) outlining our PFC/PFAS Free journey. We effectively provided a roadmap, including partner resources, budgets, core documents, and learnings, to help other footwear manufacturers make this journey more efficiently and achieve similar or greater results in a considerably shorter period of time.

Every step makes an impact, and together as an industry, we can make a bigger difference.

We continued to advocate for a PFAS Free future, working with brands in our space as well retailers and component suppliers that can have a meaningful impact in this effort.

REDUCING SALES SAMPLE WASTE

Two years ago, through proprietary technology, processes, and tools, we embarked on a mission to dramatically alter the way our industry, and KEEN itself, uses salespeople’s samples in an effort to reduce our impact. **As a result, from 2019 to 2021 we saw a dramatic, 71% reduction in samples ordered. We expect to see our numbers continue to decline into 2022.**



RECIRCULATING WATER

Circularity is defined as the use of resources for as long as possible, after which they're recovered and regenerated so that waste is nearly eliminated. It's a way to design waste out of the system and to minimize negative external impacts. You might have heard it called closed loop, cradle-to-cradle, or zero waste.

Complete Circularity is a long-term objective, but one that we've started taking on in parts, through our own processes and in the partners we choose to work with. By working with Leather Working Group Gold Certified tanneries in Ranipet, India, in 2021 we reduced the volume of water usage during the tanning process by an estimated 35%. Processed, clean wastewater is then returned to the tanneries at a rate of 95% volume to tan more leather, with 5% being lost to evaporation during the process.

This wastewater circularity treatment eliminates the drain on local rivers, of vital water for local communities and their agriculture requirements. Most importantly, it eliminates the externality of badly contaminated wastewater into the local rivershed and aquifers. In addition to water, this treatment facility also captures the recyclable tanning salts and the chromium minerals used in the tanning process, setting up even more circularity in future tanning operations.

This process and capability is only present at Gold Certified tanneries, which represent approximately 5% of the world's tanneries. KEEN only works with Gold Certified partners.

While there is no accurate quantifiable information for measuring the total impact of these processes, we are working with our partners to accurately quantify the current metrics around water, salts, and chromium, and in establishing targets for 2022 and beyond.

CIRCULARITY OF WATER AT SELECT LWG GOLD CERTIFIED TANNERIES



HARVESTING INDUSTRIAL WASTE

Being conscientious shoemakers isn't just about what we put in our shoes, it's also about what we keep out of landfills. KEEN Harvest is a simple concept: harvest pre-and post-consumer waste that was bound for landfills and upcycle it into comfortable KEEN footwear. We started creating KEEN Harvest products 15 years ago using industrial waste from the rice industry, and since then we've taken leftover automobile airbags and turned them into backpacks, totes, messenger bags, and wallets. We've repurposed denim waste into shoes, made twice-upcycled bags from sacks that held coffee beans, and created our most recycled flip-flop ever. In 2021, we launched our first-ever plant-based PU sole in the Elsa and Eldon styles by replacing 51% of the petrochemicals in the outsole and 35% in the midsole with industrial agricultural waste.

It's our goal to provide a solution to the industrial waste problem. KEEN Harvest does that, and helps us reduce the amount of virgin materials and petrochemicals used in production. In early 2022, we'll launch The KEEN Harvest Certification Program to provide transparency into how much industrial waste is upcycled into shoes. The program will feature three levels of certification: Gold (greater than 50% upcycled materials); Silver (greater than 25%); and Bronze (greater than 10%). We launched our Gold-certified Howser Harvest in late 2021, a KEEN original using upcycled car seat leather in 80% of the upper.



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DISASTER RELIEF



Disaster relief 2021 impact

\$256,297
IN PRODUCT & CASH DONATIONS

KEEN is a relatively young business, founded in 2003. From the very beginning we've been there for people in times of need. Our commitment truly crystalized in 2004 when the Tsunami hit Southeast Asia, killing hundreds of thousands, and affecting millions of lives. When the news of the devastation reached us, it took only a matter of minutes for us to redirect the budget we planned to use to propel our small company forward, toward Tsunami relief programs. That spirit and commitment has continued to grow along with our business. In the last 18 years, we've committed over \$10 million in cash and products as part of our response to climate disasters.



CLIMATE DISASTER RELIEF

In 2021, we responded to 5 major events:

The tornadoes in Kentucky, donating \$75,000 in Utility boots and outdoor product to United Way Kentucky and Good 360.

The Marshall Fire in Boulder Colorado, donating \$10,000 in Utility boots and outdoor product to The Boulder Community Foundation and creating and distributing care packages for KEEN retailer partner employees who lost their homes in the fire.

Wildfire and flood relief in British Columbia, Canada, donating \$20,000CAD to the Red Cross BC Wildfire Relief, and raising an additional \$10,000CAD from KEEN Fans through [keenfootwear.com/ca](https://www.keenfootwear.com/ca), and \$5,000CAD donated to the Abbotsford Community Fund for flood relief.

Flood relief in the northwestern part of Central Europe in the Netherlands, Belgium and Germany..... Donating E12,000 total to three organizations: Red Cross Germany, KSK Ahrwiler, and NRW Hilft.

Flood relief in Shizuoka and Saga prefectures in Japan. KEEN Japan supported OPEN JAPAN with disaster relief efforts and a fan-generated donation of 5M yen.



TRANSPARENCY & ACCOUNTABILITY

TO ENSURE OUR CONTINUED PROGRESS WE HAVE PUT THE FOLLOWING IN PLACE.

1. Annual Impact Report

Annually, we will be reporting progress on the following:

ACCESS AND INCLUSION	DETOXING THE PLANET	DISASTER RELIEF
<ul style="list-style-type: none"> • GRANTS PROVIDED • LAND AND WATER CONSERVATION • VOLUNTEER HOURS • INTERNAL DIVERSITY GOALS 	<ul style="list-style-type: none"> • ENERGY KWH • WATER GALLONS • CARBON/GREENHOUSE GAS EMISSIONS • RESTRICTED SUBSTANCES (RSL) COMPLIANCE • ELIMINATING THE USE OF SIX CLASSES OF CHEMICALS • PROGRESS VS. OTHER INITIATIVES 	<ul style="list-style-type: none"> • CASH FOR RELIEF SERVICES • PAIRS OF FOOTWEAR FOR FIRST RESPONDERS AND THOSE AFFECTED • VOLUNTEER HOURS

2. Quarterly Review

We use the following tools and standards to hold us accountable:

HIGG Index

KEEN is in its seventh year of using this growing industry standard that provides greater transparency for our partners and peers around specific areas of sustainability; it's another tool to help maintain accountability and track progress. In 2021, we began these assessments with our five largest factories. In 2022, measurements will act as our baseline for reporting progress/corresponding actions in 2023 and beyond.

Learn more about HIGG [here](#).



Internal monthly, quarterly, and annual supply chain measurements and reporting against key areas:

- Energy KWH (used/reduced)
- Water Gallons (used/reduced)
- Carbon / GHG ToC (used/reduced)
- Code of Conduct
- RSL

Code of Conduct

Our Code of Conduct states the principles, standards, and the moral and ethical expectations that employees and third parties are held to when they interact with KEEN. Our 100% compliance to code and process ensures principles and standards are clearly communicated and broadly held by employees, contractors, partners, and vendors.

[Read KEEN's Code of Conduct here](#)

Restricted Substance List Compliance Report

100% compliance in materials and components

99% compliance from factories and vendors

Third party testing/validation through [Intertek Testing Services](#), [Bureau Veritas](#), [SGS Testing Services](#)

[Read KEEN's RSL here](#)

'See Something Say Something' Training

KEEN is made up of a collection of action takers. When we see something that's not right, we encourage everyone and anyone to speak out. From ideas that can benefit products or processes, to concerns around our social or environment integrity, everyone is encouraged and enabled to say something when they see something. While this philosophy is embedded within our Code of Conduct, it comes to life directly through our culture, through posters prominently on display, and through the confidential email and phone lines established to make it easy (and anonymous if preferred) to be heard.

